

Session 5

Organizational Challenges



Overview

- What is ORG challenge?
- Why do we need to identify ORG challenges?
- How do we identify ORG challenges?
- Facilitated Exercise I (Part 2)



What is an ORG Challenge?

- Organizational challenges are systemic issues

- Take into consideration impact of ORG aspects
- on State's SO & SM capabilities
- Examples of ORG aspects
 - ORG culture
 - policies & procedures
 - employee selection & training
 - allocation of resources

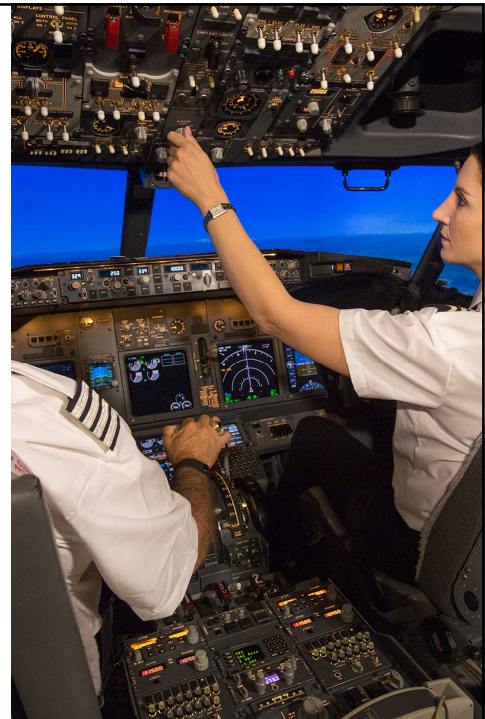


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What is an ORG Challenge?

- "Organization" refers to State's aviation-related entities
 - such as CAA & AIA

- In national context, also include service providers
 - Aircraft operators
 - ATS providers
 - ATOs
 - AMOs
 - Operators of aerodromes



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Why Identify ORG Challenges?

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- **Organizational challenges need to be identified & addressed**
 - to improve State’s safety oversight & safety management capabilities
 - and ultimately enhance safety overall

- **ICAO defines 8 Critical Elements of safety oversight system**
 - CEs encompass whole spectrum of civil aviation activities
 - Building blocks of effective safety oversight system

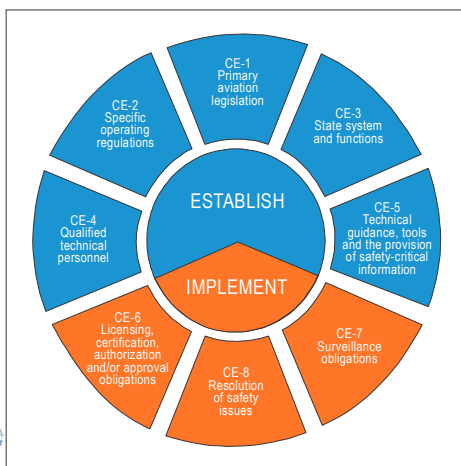
- **ICAO also defines 8 Audit Areas**
 - refer to civil aviation areas, covered in USOAP CMA



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Critical Elements & Audits Areas

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Primary aviation legislation & specific operating regulations (LEG)	Airworthiness of aircraft (AIR)
Civil aviation organization (ORG)	Aircraft accident & incident investigation (AIG)
Personnel licensing & training (PEL)	Air navigation services (ANS)
Aircraft operations (OPS)	Aerodromes and ground aids (AGA)



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How To Identify ORG Challenges?

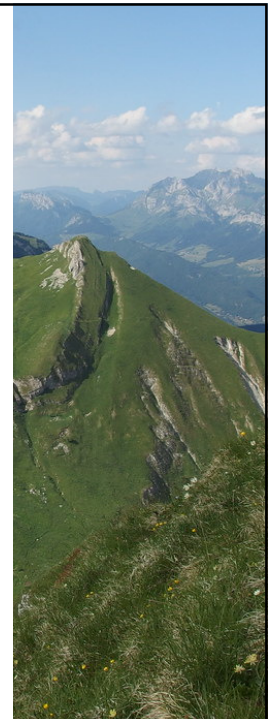
- Standardized Framework for Identification of ORG Challenges
- Follows same structure & components as one for HRCs
- Criteria focuses on
 - Operational context description
 - Safety oversight system & capabilities
 - SSP establishment & management
 - Consideration of Global & Regional ORG Challenges in setting National



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Operational Context Description

- Main points to cover
 - Traffic volume data
 - Number/types of aerodromes & heliports
 - Airspace classifications
 - Types of operations
 - Complexity of ops
 - PBN implementation
 - Impact of socio-political issues



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Safety Oversight System & Capabilities

- State aviation activity questionnaire (SAAQ)
- USOAP CMA self-assessment (Compliance)
- Significant Safety Concerns (SSCs)
- 5 lowest scoring PPQ EI by AA & CE combination
 - based on State's "Heat Map"
- PQs used to assess Civil Aviation Organization & State System and Functions (ORG/CE-3)
- Refer to ICAO OLF: <https://soa.icao.int>



ICAO Online Framework

A screenshot of the ICAO USOAP Online Framework web application. The browser address bar shows "https://soa.icao.int/USOAP/CMAUnifyLogin/StateOptions.aspx". The page header includes the ICAO logo, "ICAO USOAP", and navigation links for "Home", "Help", and "Logout". A blue navigation bar contains tabs for "CMA", "State Dashboard", "Self-Assessment", "CAP", "PQ Findings", and "MIR". The "Self-Assessment" tab is highlighted with an orange box. Below the navigation bar, the user is identified as "Martin Maurino - (Standard ICAO User)". The main content area features a "Latest News" section on the left with a news item about "Annex Amendments 2023". The central area displays a "Welcome to the ICAO Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) Online Framework" message. Below this, there are language and state selection dropdowns. The "Language" dropdown is set to "English", and the "State" dropdown is set to "StateX" and highlighted with an orange box. A "Safety-critical Information" button is also visible. At the bottom, there are several circular icons representing different modules: "State Dashboard", "SAAQ", "Self-Assessment", "CC/EFOD", and others. Some icons have "Updated" labels.

USOAP CMA Self-assessment

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Switch to Compliance		Switch to SSP
PQ No.	Question	Language
	Show/Hide Extended Columns	
1.001 LEG CE-1 S	Has the State promulgated primary aviation legislation to enable it to address its obligations as a signatory to the Chicago Convention?	English Español Français Русский
1.005 LEG CE-1 S	Does the primary aviation legislation provide for the introduction/adoption and subsequent promulgation of specific operating regulations?	English Español Français Русский

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State Dashboard

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Browser address bar: https://soa.icao.int/USOAP/CMAUnifyLogin/StateOptions.aspx

ICAO USOAP

Home Help Logout

CMA | **State Dashboard** | Self-Assessment CAP PQ Findings MIR | Martin Maurino - (Standard ICAO User)

ICAO USOAP CMA Community

Welcome to the ICAO Universal Safety Oversight Audit Programme (USOAP) Continuous Monitoring Approach (CMA) Online Framework

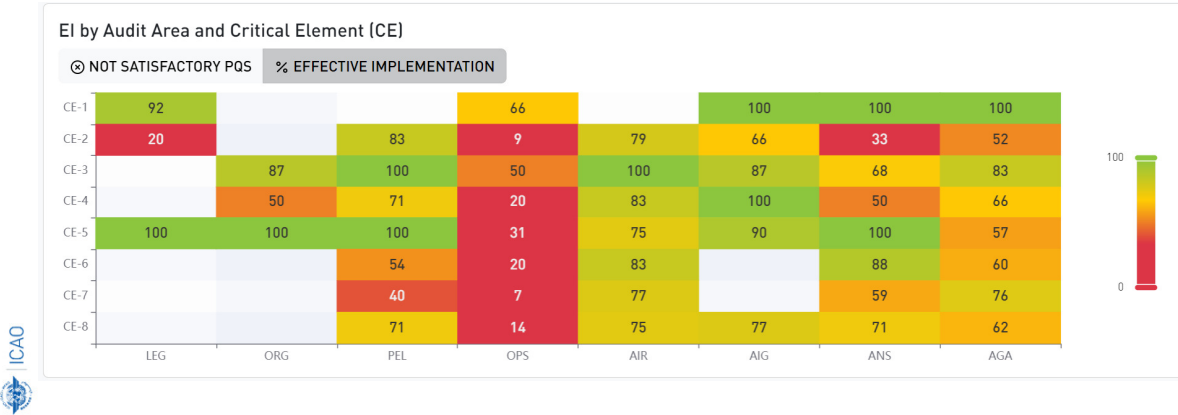
Language: English | **StateX** | Safety-critical Information

State Dashboard (Updated) | SAAQ (Updated) | Self-Assessment | CC/EFOD

New Excel export showing

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5 Lowest Scoring PPQs (AA & CE Combo)



PQs to assess ORG/CE-3

PQ	Description
2.051 (PPQ)	Establishment & implementation of mechanism to ensure each SOA has sufficient financial resources to meet national/int'l obligations
2.053	Establishment of mechanism to ensure that each SOA has sufficient personnel to meet national/int'l obligations
2.103	Each SOA/AIA's ability to attract, recruit, and retain qualified technical personnel

SSP Establishment & Management

- SSP Gap Analysis app on iSTARS
 - <https://istars.icao.int>
- USOAP CMA self-assessment (SSP)
 - <https://soa.icao.int>



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SSP Gap Analysis Tool

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Questionnaire Result SSP Statistics

Click on a component button to display its elements and related questions.

All Components Safety Policy and Objectives and Resources State Safety Risk Management State Safety Assurance State Safety Promotion

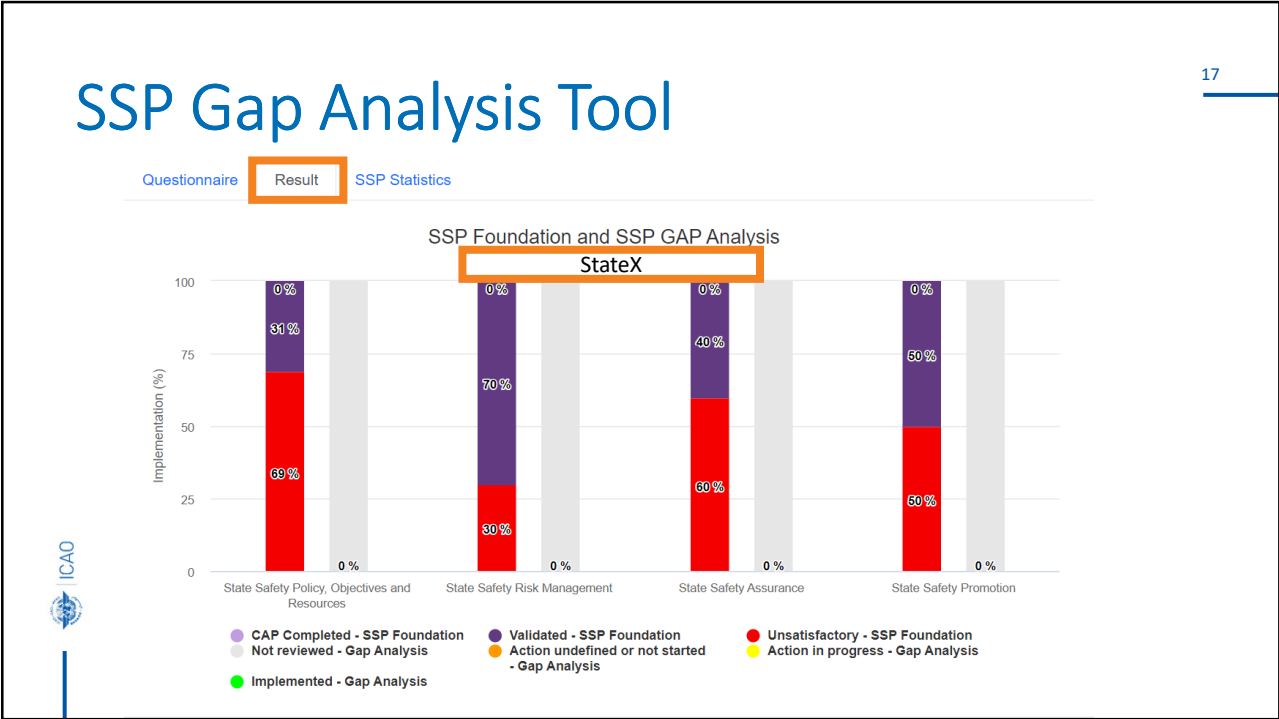
Search:

Number	Question	Component	Sub Heading	Status
1.1-01	Has [State] established a national aviation legislative framework that addresses the proactive management of safety in the State?	1. STATE SAFETY POLICY, OBJECTIVES AND RESOURCES	Primary aviation legislation	Not reviewed

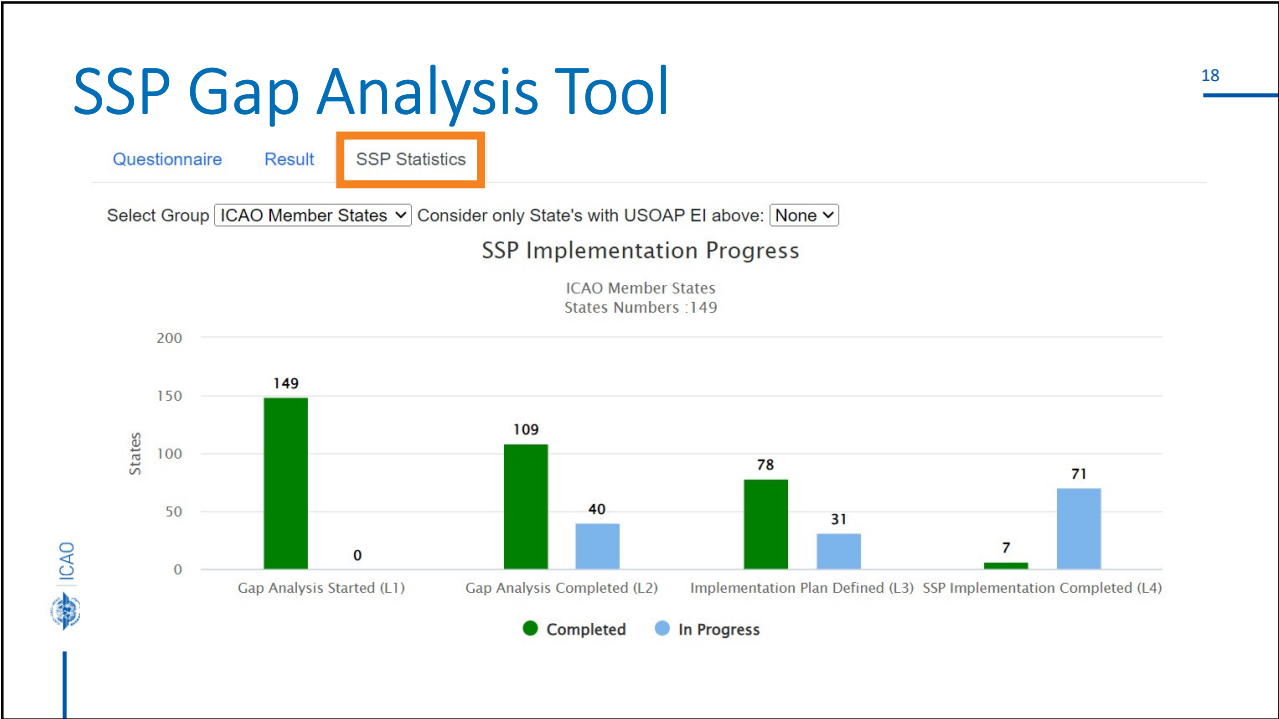
Comment/Remarks on question:

This question was not reviewed yet.

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USOAP CMA Self-assessment

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Switch to Compliance		Switch to SSP
PQ No.	Question	Language
	Show/Hide Extended Columns	
SSP.GEN.01 SSP.GEN	How has the State formally designated the authority in charge of coordinating the implementation and maintenance of the State Safety Programme (SSP)?	English Español Français
SSP.GEN.02 SSP.GEN	How does the State ensure that the relevant State authorities are involved in the implementation and maintenance of the SSP?	English Español Français

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Common ORG Challenges - GASP & RASP

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- If GASP calls for States to address specific ORG Challenge...
- If RASP calls for States in Region to address specific ORG Challenge...
 - Consider it potential National ORG Challenge in NASP

• Refer to

- GASP public website: www.icao.int/gasp
- RASP Library: www.icao.int/rasp



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Points to Remember

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- Important to address ORG challenges on top of ops safety risks
- Systemic issues that may impact SSO & SM capabilities
- Standardized Framework is tool to identify ORG challenges
- Focus on improving SSO & SSP



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Facilitated Exercise I

Develop a List of Prioritized National Safety Issues (Pt. 2)




Your Tasks

- Using Standardized Framework for ORG Challenges + SME
 - conduct evaluation of StateX (based on Appendix A)
- Based on results of evaluation
 - compile list of identified hazards & safety deficiencies
- Discuss & select top hazards/deficiencies as State's ORG challenges
 - draft list of prioritized national safety issues
 - include reason for selecting each issue (as ORG challenge)
- Complete Appendix B
 - Time allocated: 1h30

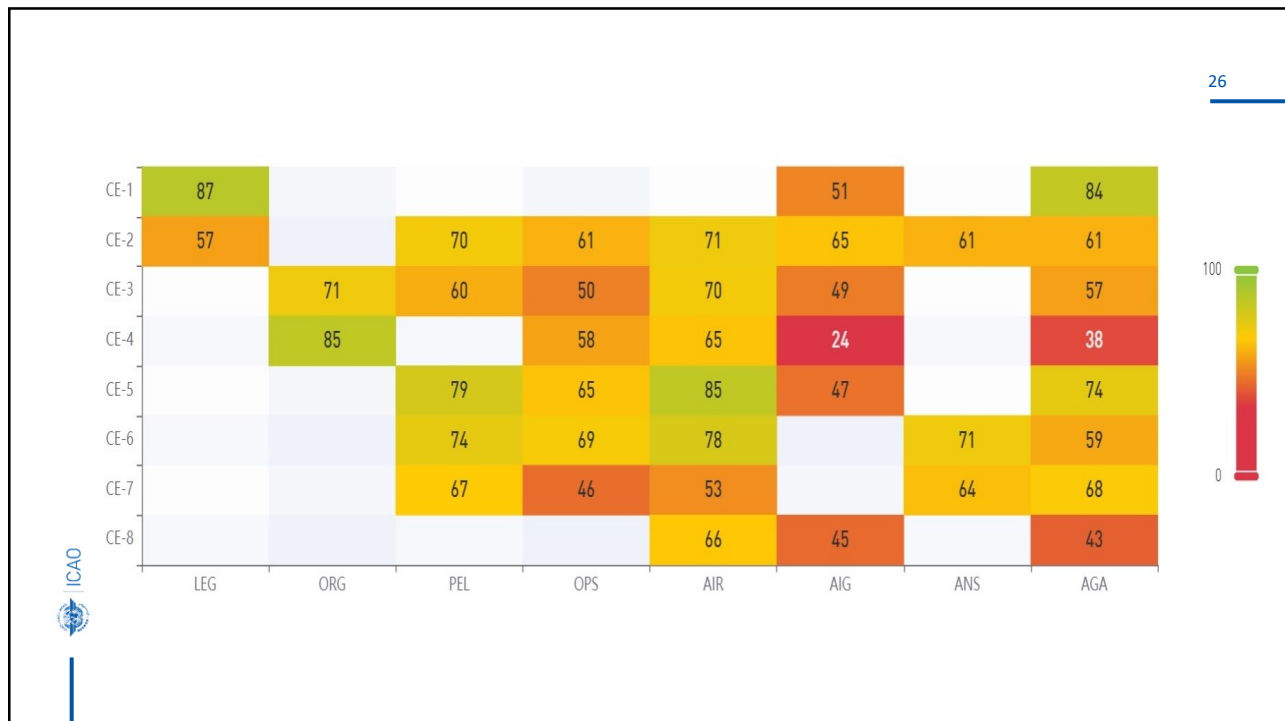


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ORG Challenges	Justification



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